



Snohomish County

# BUSINESS ACHIEVEMENTS REPORT

June 2008







**Snohomish County  
Executive Office**

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County Executive

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Dear Fellow Snohomish County Resident:

I am pleased to present to you the 2008 Business Achievements report from Snohomish County government.

Each year Snohomish County executive departments are instructed to identify key objectives for their business plans and set goals for their departments. This document highlights each department's goals and achievements toward making Snohomish County the most innovative and effective County government we can be.

Some efforts include increased use of technology, streamlining of processes and new efficiencies through responsible project planning. Indicative of our success is the receipt of regional and statewide awards from respected organizations for recent department and staff projects.

Since becoming your County Executive in 2004, we have tackled immediate challenges and reformed County government. Processes have been streamlined, and we have shown that we can improve county services while actually cutting general property taxes. Today, we are a service organization that focuses on results, thinks entrepreneurially and justifies every action.

We are building a thriving community that promotes families, educates children, reduces the vulnerability of those at risk, protects open space and provides infrastructure to support planned growth. We are duty bound to the taxpayers of Snohomish County to efficiently manage our resources, make sound investments and deliver services effectively.

I am proud of what we achieved in 2007 and hope that you find in this report valuable information about Snohomish County government and its business objectives.



Sincerely,

Aaron Reardon  
*County Executive*



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# Airport

Director: Dave Waggoner

The mission of the Snohomish County Airport, commonly called Paine Field, is to contribute to the region's economic vitality and quality of life by providing first-rate aviation and industrial services, operational facilities and interaction with our customers.

## Objectives:

- Provide high quality aviation facilities, equipment and trained personnel to meet FAA standards and to provide a safe environment for aviation and the Airport's tenants
- Protect and enhance the public ownership of the airfield and commercial/industrial assets of Paine Field. Respond to customer demand and enhance long-term revenues to fund the ongoing needs of the Airport

## Overview of Programs and Services

Home to nearly 600 aircraft—including small, single-engine recreation aircraft, corporate jets and Boeing 747's—Paine Field is a place to conduct business as well as have fun.

The Airport's customers include Boeing, The Future of Flight Aviation Center and Boeing Tour, the Museum of Flight Restoration Center, Castle & Cooke Aviation, individual pilots, neighbors, the people of Snohomish County and a worldwide aviation community.

In addition to operating Snohomish County's Airport of Choice, Paine Field Airport employs full service maintenance, fire and operations staff to meet public safety requirements and Federal Aviation Administration (FAA) standards. The Airport's goal is to provide a safe environment for aviation, industry, employees and visitors.

As a Snohomish County enterprise fund project, the Airport is a self-supporting department and does not receive local tax dollars. The Airport manages more than 1,250 acres with three runways, 325 hangar tenants and 70 commercial/industrial tenants. Airport related jobs total more than 35,000. Airfield operations, facility maintenance and upgrades, debt service, new development and other operating costs are funded by nearly \$12 million in operating revenues each year.

## Achievements

*Provide high quality aviation facilities, equipment and trained personnel to meet FAA standards and to provide a safe environment for aviation and the Airport's tenants*

- **Secured funding for a new aircraft rescue and firefighting station.** In 2007, the Airport planned for and secured funding through the FAA for a new aircraft rescue and fire-fighting station. The total project cost is expected to be \$6 million, including approximately \$800,000 for engineering and construction management. The Airport has secured \$650,000 of funding in 2007 and \$3.11 million in 2008. In late 2007, an engineering firm was selected for the project. The project went out to bid in May 2008, with construction of the station expected to commence in June 2008. It is anticipated that the new station will be commissioned for occupancy in late 2008 to early 2009.
- **Completed project design for Taxiway Kilo Phase II.** The objective was to complete Taxiway Kilo Phase II, including project planning and funding, complete design work, bid and finish construction in 2007.

## Airport

Project design is complete, however FAA funding for fiscal year 2007 was withdrawn by the FAA for lack of a tenant who needs the Kilo access. The 2008 objective is to obtain FAA funding and build the taxi lane.

- **Kept runways 100 percent Foreign Object Debris (FOD) free.**  
2007 marked the third consecutive year that Paine Field achieved FOD free status. Keeping airport runways free of foreign object debris is an essential component of operating a safe facility and reducing the risk of property damage and injuries.

*Protect and enhance the public ownership of the airfield and commercial/industrial assets of Paine Field. Respond to customer demand and enhance long-term revenues to fund the ongoing needs of the Airport*

- **Increased Future of Flight revenue and improved operations.**  
The Future of Flight increased revenue in 2007 by 12 percent over 2006 revenues. In addition, the 2007 net operating profit was \$173,000.  
  
The museum attracted more than 180,000 national and international visitors, of whom more than 90 percent were from outside of Snohomish County.
- **Increased revenue by 8.5 percent.** Airport revenue increased significantly, with commercial property and hangar occupancy averaging 99 percent and the securing of four new land leases from Castle & Cooke, Kilo Six, LLC, Baker Tanks and Woodtone. An option for land lease for 2008 condo hangar development was executed in addition to the signing of five building leases with existing tenants and two building leases with new tenants.



# Corrections

Director: Steve Thompson

The Department of Corrections (DOC) supports criminal justice and human service agencies' efforts to maintain a safe, vibrant and economically healthy community.

The DOC contributes to public safety by operating humane, safe and secure detention facilities and community corrections programs in an innovative and cost-effective manner.

## Objectives:

- Provide humane, safe and secure facilities for staff, inmates and the public we serve
- Provide quality leadership that instills a greater degree of professionalism, emphasizing the highest ethics and values of the corrections discipline and the dictates of sound business practices throughout the organization
- Support the Regional Business Plan by working with local criminal justice agencies to develop practices designed to make efficient use of limited secure jail beds while continuing to hold offenders accountable through use of community corrections alternatives where possible

## Overview of Programs and Services

DOC operates a correctional facility located in Everett. Maintaining a capacity of 1,373 offenders, the corrections facility is composed of two interconnected buildings. The Work Release/Special Detention facility houses up to 88 low-risk offenders who maintain employment or work for the County while serving their sentences.

DOC also administers a one-day detention program for DUI alternative sentencing, a roadside cleanup crew, a community service work program, and an electronic monitoring program for adult and juvenile offenders.

## Achievements

*Provide humane, safe and secure facilities for staff, inmates and the public we serve*

- **Upgraded the Victim Information and Notification Everyday (VINE) system.** In 2007, the VINE system was upgraded to include release notification to victims four hours prior to an offender's release and again at final release.

The imminent release notice is a unique feature not used in other notification systems.

This additional notice provides victims time to develop a safety plan, if he or she does not already have one in place.

- **Developed strategies to coordinate care and services for mentally ill inmates who may be transferred between Snohomish and King Counties.** DOC medical staff and representatives from Snohomish County Human Services worked with King County Transition Program staff to develop strategies to coordinate care and services for mentally ill inmates who have criminal cases in both counties, or may be transported between counties.
- **Increased inmate programming addressing education, chemical dependency, cognitive behavior treatment programs and employment readiness.** In-custody programming improves the opportunity for offenders to more successfully reintegrate into the community and reduces the rate of recidivism. 3,560 hours of programming was provided.
- **Continued expansion of cognitive-behavior, educational, life-skills and crime specific programs.** These programs teach inmates the positive social and coping skills necessary to change their behavior, in addition to increasing the safety of the jail. Currently 26 different programs are offered.

## Corrections

- **Decreased staff and inmate injuries.** The department saw a 40 percent decrease in the number of inmate grievances filed in 2007 versus 2005, despite a 31 percent increase in inmates in custody. Staff injuries also declined.

*Provide quality leadership that instills a greater degree of professionalism, emphasizing the highest ethics and values of the corrections discipline and the dictates of sound business practices throughout the organization*

- **Staff Recognition:**
  - Department Director was appointed by Governor Gregoire to serve on the State Training Commission.
  - Commander James Harms was selected to serve on the Statewide VINE Governance Committee.
  - Jail Health Administrator Nikki Behner was appointed to the American Nurses Credentialing Center Accreditation Program. In addition, Ms. Behner was selected by the American Nurses Association to serve as an auditor to assess nursing operations at institutions across the country.
- **Presentation at 2007 Washington State Jail Association Conference.** Corrections Training staff and Chief of Administration Janet Hall were invited to make presentations at this year's criminal justice conference on "Recruiting Strategies for the Multi-Generational Workforce," and "Training Strategies for the Multi-Generational Workforce."

*Support the Regional Business Plan by working with local criminal justice agencies to develop practices designed to make efficient use of limited secure jail beds while continuing to hold offenders accountable through use of community corrections alternatives where possible*

- **Coordinated with the courts and other agencies to increase the use of secure detention alternatives to ensure cost effectiveness of programs.** The department housed an average daily population (ADP) of 68 inmates sentenced by the court to participate in Work Release and 32 on Electronic Home Detention (EHD). The total average daily population was 100.6.

## Other Achievements

- **Inmate crews provided 35,025 hours of work for Snohomish County government.** Minimum security inmates assigned to Work Release provided 35,025 hours of work for County departments at jobs such as: roadside litter cleanup, maintenance at the Snohomish County Evergreen State Fairgrounds, parks and trail maintenance, work on the Salmon Recovery Project, gardening and illegal dump site cleanup.

# Emergency Management

Director: John Pennington

The mission of the Snohomish County Department of Emergency Management (DEM) is to develop disaster-resistant communities within the County.

DEM seeks to ensure that a comprehensive emergency management program is implemented and conducted in Snohomish County for the protection of human life, property, the environment and the region's economic health.

The department provides a leadership role in facilitating and coordinating a regional approach to emergency planning in Snohomish County.

## Objectives:

- Minimize the effects of disasters on people, property and the environment
- Improve DEM's ability to coordinate an effective response during disasters

## Overview of Programs and Services

The Department of Emergency Management (DEM)—through organized analysis, planning, decision making, and assigning of resources—helps prevent, prepare for, respond to and recover from the effects of hazards in our region.

The department provides a leadership role in facilitating and coordinating a regional approach to emergency planning in Snohomish County, guidance and coordination in the planning, mitigation, response and recovery efforts of its member cities and the County before, during and after an emergency or disaster.

In addition DEM acquires, allocates and coordinates the appropriate resources in response to emergencies or disasters.

## Achievements

- **Implemented a new method for coordinating disaster assistance.** The new procedure was implemented through a hybrid Incident Command System (ICS)—Emergency Support Function (ESF) model and its effectiveness was demonstrated during multiple events.  
As Snohomish County continues to grow in population and risk there is a stronger assurance that DEM can manage a variety of disasters.
- **Developed plans that better coordinate County response to disasters.** The Comprehensive Emergency Management Plan (CEMP) was re-written and informally accepted by the Washington State Emergency Management Division (EMD). The CEMP is the framework for how Snohomish County will operate in a disaster event.
- **Developed a series of additional working plans.** These included the EOC Operational Plan (EOC Ops), Communication Plan (Com Plan), draft plans for ESF roles and responsibilities and the Terrorism Annex to the CEMP.
- **Enhanced delivery coordination of response assets by pre-identifying staging areas in and around Snohomish County.** As a result of advanced coordination, less effort is placed on determining where resources such as sand, sandbags and volunteers should or should not be delivered during a time of need. This effort proved successful during the December 2007 flooding event.

## Emergency Mgmt.

- **Assembled geographically based cadres composed of volunteers and professionals.** DEM segmented the county into four geographically based cadres. These areas allow the EOC to more effectively manage a disaster in the geographically diverse county. The department is currently organizing volunteer groups such as Medical Reserve Corps (MRC) and Community Emergency Response Teams (CERT) into these various cadres.
- **Continued development of a DEM Advisory Board by engaging and coordinating participation among member cities.** Cities are now required to designate either the mayor or an alternate to represent their city.

In addition, the DEM Advisory Board, composed of Snohomish County mayors or their designee, took an active role in developing and enhancing the DEM Interlocal Agreement. The result is a contract that clearly sets expectations of both DEM and its member cities. Moreover, the contract period was extended from a period of one to two years.

- **Obtained resource tracking software.** The department worked with San Juan County to obtain resource tracking software. The custom program is being developed to type and track County and member city resources for better coordination prior to and during disasters.
- **Designated and trained 15 emergency support function leads.** Training focused on the roles and responsibilities of the ESF leads and how to operate in the EOC environment.

## Other Achievements

- **Awarded funds from the Urban Area Security Initiative (UASI).** DEM successfully obtained more than \$775,000 dollars from the (UASI) for various projects including beginning the process of interconnecting SNOPAC and SNOCOM, both 9-1-1 dispatch centers serving Snohomish County.
- **Obtained funding for a Mobile EOC.** Using previously awarded UASI funds, DEM brought a Mobile EOC online. This addition offers the County a means to reconstitute government during a worst case scenario, at a minimum fulfilling the Continuity of Operations Plan (COOP) and Continuity of Government requirements for the County.
- **Developed a partnership with the Washington State Patrol.** WSP utilized the County EOC on two occasions in 2007 to aggressively pursue drunk drivers on state highways. This was accomplished by coordinating technologies between WSP and the EOC and proved a successful partnership that will reap Snohomish County benefits for years to come.

# Facilities Management

Director: Mark Thunberg

The Snohomish County Facilities Management Department provides inter-departmental support to County government in the areas of building maintenance, construction and facilities planning, parking, property management and purchasing. The purpose of the department is to provide quality facilities to other County departments by supporting the management and maintenance, planning, and safety of buildings, grounds and other major county assets.

## Objectives:

- Implement an operating plan that aligns facilities maintenance practices that provides quality customer service, economies of scale and effective use of resources
- Fully implement a maintenance management system to streamline, improve and track the delivery of facilities maintenance services
- Update and implement a Facilities Business and Building Recovery Plan that would effectively, efficiently and safely restore County services to citizens following a catastrophic event

## Overview of Programs and Services

Facilities' diverse team of professionals provides accessible, efficient, safe and secure County facilities and properties. Through strategic planning and performance, Facilities works in a cooperative effort to enable its clients to provide effective services.

The department strives to provide a safe, clean and comfortable working environment for all employees and public who use county buildings and to ensure that the long-range plans for building improvements and upgrades are accomplished.

## Achievements

*Implement an operating plan that aligns facilities maintenance practices that provides quality customer service, economies of scale and effective use of resources*

- **Established a 2008-2012 Facilities Capital Plan.** The department completed a five-year plan that identified major maintenance needs of all department maintained facilities.
- **Streamlined the maintenance organization and practices.** Facilities created a collaborative environment by streamlining the maintenance organization and practices between the County Campus and Corrections.
- **Audited buildings to identify risk management and/or maintenance concerns.** Audits were performed on buildings to identify potential maintenance and safety related issues for the purpose of decreasing claims arising from facilities-related accidents and property damage and establish historical/life cycle cost for each maintained facility to support periodic adjustments to the five-year Facilities Capital Plan.

*Fully implement a maintenance management system to streamline, improve and track the delivery of facilities maintenance services*

- **360Facility, a project management software tool, was implemented in October for all corrective work orders.** The preventative maintenance portion of the system was implemented in January 2008. The reports in the system are proving to be beneficial for tracking total project time, work-order status and time to complete routine requests.

## Facilities Mgmt.

*Update and implement a Facilities Business and Building Recovery Plan that would effectively, efficiently and safely restore County services to citizens following a catastrophic event*

- **Identified and documented key elements for County Campus.** Key elements for each building on Campus have been identified and documented. Facilities will continue this effort in 2008 with further development of mechanical operating procedures, including the addition of seismic evaluation information.

## Other Achievements

- Constructed the Cathcart Sheriff's gun range and consolidated Roads and ER&R facilities.
- Developed space requirements and conceptual design for a new Emergency Operations Center.
- Restored and performed seismic upgrades to the Mission Building roof and clock tower.
- Coordinated the development of a feasibility study for a Law and Justice Center.
- Purchased a building for the Regional Drug Task Force.
- Successful sales (at market or above) of Regional Drug Task Force property seizures.



# Finance

Director: Roger Neumaier

**T**he Snohomish County Finance Department manages Snohomish County's accounting, budget and risk management services. Our job is to manage corporate resources in a manner that protects and maximizes corporate resources while minimizing business risks.

Finance strives to provide excellent and low-cost service to other County departments so that they can effectively focus upon delivering services that respond to the public's priorities.

## Objectives:

- Update fiscal management policies and procedures to provide improved internal controls and compliance
- Develop and implement systems and processes for a biennial budget
- Provide regular recommendations to directors for the purpose of assisting departments with risk management

## Overview of Programs and Services

The Finance Department is organized into three primary divisions: budget, accounting and risk management. Major tasks of the department include: preparation of annual operating and capital budgets, preparation of financial reports, economic analysis of annexations and incorporations, County debt management and bonding, securing insurance coverage and processing claims and losses.

## Achievements

### *Update fiscal management policies and procedures to improve internal controls and compliance*

- **Updated and created 17 fiscal management policies.** Policies included cash receipting, non-travel expense, accounts payable related policies, inventory, small and attractive assets, credit-card payments, e-receipting and more.
- **Began update of grants database and provided countywide grants compliance training.** These actions lead to a higher compliance rate with auditing and federal standards, which will increase the County's credibility with granting authorities.
- **Improved financial statement preparation procedures.**
- **Developed and implemented new 1099 reporting procedures.** The change in procedure will help ensure compliance with new Internal Revenue Service requirements.
- **Worked with Public Works' Solid Waste division to improve cash receipting and reconciliation controls.** The department worked closely with Solid Waste on cash receipting and reconciliation controls. Results included positive audit comments.
- **Provided training in policy implementation.** Senior staff worked closely with County departments to provide training in financial policy implementation.

### *Develop and implement systems and processes for a biennial budget*

- **Updated budget systems and processes in preparation of new biennial budgeting process.** Completion of this project will allow for a smooth transition from an annual budgeting process to a biennial budgeting process during 2008. The expected result is a cost savings to taxpayers and more efficient use of staff time during supplemental budget years.

## Finance

*Provide regular recommendations to directors for the purpose of assisting departments with risk management*

- **Provided data analysis and loss trends to department directors and managers.** The Finance Department Risk Management division provided department directors and managers with relevant risk-management data, which included:
  - 18 percent reduction in worker's compensation claims filings since 2005
  - 1 percent decrease in damage claims since 2005
  - 100 percent increase in the number of employees completing safety training over the year 2006



# Human Resources

Director: Bridget Clawson

**S**nohomish County Human Resources (HR) Department provides consulting services and leadership in the management of the County's human resources. Professionals in this department form partnerships with managers and employees in human resource strategy formulation and execution, problem solving and internal communication.

## Objectives:

In addition to maintaining Human Resource core services, Human Resources will:

- Provide employees with legally required training, and develop a RFP process for an e-learning vendor
- Improve health and reduce medical health insurance costs through a comprehensive wellness program for employees, retirees and families
- Provide ongoing labor and employee relations consulting services

## Overview of Programs and Services

Human Resources is responsible for providing:

- Personnel services for all County employees
- Objective employee recruiting and selection
- Employee relations, safety training, classification, compensation, benefits, civil service administration and collective bargaining issues

## Achievements

*Provide employees with legally required training, and develop a RFP process for an e-learning vendor*

- **Selected an e-learning vendor.** Through a competitive bid process, an e-learning vendor was selected and introduced to 3,000 County employees in February 2008.
- **Provided required employee training.** Completed training for supervisors and employees that complied with Snohomish County Code for a drug-free workplace and "Disability Accommodation in Employment Guidelines." These included:
  - **New supervisor development:** A practical, hands-on workshop that provides new supervisors with training on the expectations, responsibilities and basic skill development in the areas of their role and responsibilities as an agent of the County, labor relations, delegation and building trust.
  - **Supervisor training:** Drug Free Workplace training educates supervisors and managers on County code and assists them in being able to fulfill their role and responsibilities in the area of reasonable suspicion. Workplace Investigation training is an interactive workshop that increases the supervisor's skills and ability to recognize and handle situations that require investigations.
  - **Employee training:** HR provided training to employees under the topics of time-management and communicating clearly and effectively. Time-management training provides employees the tools and resources for planning their time effectively. The training session on communicating clearly and effectively teaches employees how to communicate better and to manage differences when working with others.

## Human Resources

- **Equal Employment Opportunity training:** Assisted the County Equal Employment Opportunity Investigator in developing and achieving employee training and communication on various workplace protections.

### *Improve health and reduce medical health insurance costs through a comprehensive wellness program for employees, retirees and families*

- **Offered health-risk assessment, biometric screening and health coaching for “high-risk” employees** (as identified through a third party health screening firm).

“Partners for Health” is a long-term strategy designed to empower employees, retirees and their families to develop their personal dimensions of wellness and make lifestyle decisions that promote optimal health. The program has been a success, inspiring vitality and providing a strategy to offset the rising cost of healthcare in the form of medical benefit premiums. Components include:

- **Annual health screening:** An optional employee benefit, more than 1,300 County employees, or 40 percent, participated in health screenings. Employees were measured for blood pressure, cholesterol, blood sugar and body mass index and provided with the confidential results.
- **Annual health risk assessment:** In addition to the annual health screening, more than 1,100 employees participated in a comprehensive health-risk assessment survey. Individual test results are kept confidential, and participants who exhibit certain risk factors receive further information on how to address specific health concerns.
- **Onsite flu shots for employees, retirees and their families:** Through a campaign entitled “Beat the Bug”, Human Resources contracted with an outside agency to provide flu shots at no cost to employees, retirees and their families provided they were covered under Group Health or Regence health insurance plans. This voluntary program results in fewer employee sick days related to the flu virus.
- **Weight Watchers at Work:** Employees seeking to lose weight have the option to participate in the Weight Watchers at Work program. Employees, who join for a fee, meet weekly during their lunch hour in three month periods. The program provides education and training in healthy eating, exercising and weight loss.
- **Wellness classes:** Human Resources provides and/or facilitates regular wellness classes for employees. These include: Stress Management, Weight Management, Basics of Cardiovascular Training, Fit Fitness In, Motivation for Exercise, Walking for Weight Loss, Eight Ways to Boost Your Metabolism, Stay Fit as You Sit, Chair Yoga, Work/Life Balance and Osteoporosis.

## Human Resources

### *Provide ongoing labor and employee relations consultative services*

- Completed the selection process for a deferred compensation provider.
- Department response to critical employee and labor relations issues exceeded goals. Human Resources goal is to respond to critical employee and labor relations issues within two business days. In 2007, the department responded to a majority of cases within one business day.

### Other Achievements

- Working with Freddie Mac and Fannie Mae, the department brought two mortgage-buying/saving programs to Snohomish County employees.

# Human Services

Director: Ken Stark

Interim Director: Cindy Hart (Dec. 2007-June 2008)

The mission of Snohomish County Human Services is to help all persons meet their basic needs, develop their potential and build community. Composed of eight divisions, Human Services facilitates programs that provide assistance to vulnerable populations within Snohomish County. Those include veterans assistance, weatherization for low-income households, an early childhood education program for low-income families and employment and community support programs for persons with developmental disabilities and their families.

## Objectives:

- Promote and sustain dignity and independence, regardless of social, health or economic status, through a responsible and accessible human services network
- Promote safe and healthy communities
- Provide quality administration and operations

## Overview of Programs and Services

The Department of Human Services is composed of eight divisions, consisting of Administration; Alcohol and Other Drugs; Case Management; Community Action Partnership; Community Mental Health; Developmental Disabilities; Housing; Homelessness and Community Development; and Long-Term Aging, in addition to administering the WSU extension program, a partnership of the United States Department of Agriculture, Washington State University and Snohomish County.

## Achievements

### ► *Community Action Partnership (CAP) Division*

The Community Action Partnership division funds and supports a wide variety of programs and strategies that help individuals and families overcome the effects of poverty.

- **Enhanced Financial Asset Building programs.** Through the award of an \$85,000 grant from the Washington State Department of Community, Trade and Economic Development, CAP was able to enhance the County's Financial Asset Building program efforts.
- **Provided outreach services in the city of Darrington.** CAP received an \$18,000 Community Service Block Grant which assisted with efforts to provide outreach services and certified wood-burning stove replacements to citizens in the city of Darrington who met specific criteria.
- **Executed 7 contracts with family support centers to provide services for Snohomish County residents.** Contracts with these family support centers serve the communities of: South Everett, South County, Stanwood, Darrington, Lake Stevens and Sultan, including one center dedicated to serving Hispanics. Collectively, the centers resulted in:
  - 22,758 citizens participating in center sponsored activities;
  - 53,932 visitations to the centers;
  - 3,481 volunteers supporting center activities;
  - 25,810 hours of service from volunteers with the estimated value of \$462,515.20. (source: Independent Sector–Washington State \$17.92/hour)
- **Served 1,255 individuals under the Community Service Block Grant program.** Administered by the U.S. Department of Health and Human Services, the Community Service Block Grant is a formula grant that provides funds to states, territories, and federally and state-recognized

## Human Services

Indian tribes to assist in providing supportive services and activities that help low-income individuals and families become self-sufficient.

### ► *Early Childhood Education Program*

The Early Childhood Education and Assistance Program (ECEAP) helps low-income preschool children in Snohomish County succeed in the public education system by addressing the educational, health and social needs of the children while placing special emphasis on participation and support to the family.

- **Served an additional 250 children through an increased funding award for the Basic Food Nutrition Education Program.** The program provides nutrition education to recipients of Basic Food Program benefits and is credited with improving the probability that people will choose lifestyles and food choices that are consistent with United States Department of Agriculture's Food Pyramid.
- **Provided medical and dental exams to more than 90 percent of children enrolled in ECEAP.** Screening for dental, medical and vision problems in the early childhood years has been proven to prevent future learning and behavioral problems.

### ► *Office of Children's Affairs and Prevention*

A primary role of the Office of Children's Affairs (OCA) is to provide staff support to the Snohomish County Children's Commission. OCA also provides community leadership, project support, group and project facilitation, technical assistance, contract monitoring and program development around issues and projects that affect children and youth.

- **Completed and submitted a 6-year drug abuse prevention plan to the Washington State Division of Substance Abuse.**
- **Sponsored Challenge Day, a one-day workshop addressing social issues and drug-abuse prevention.** Two, one-day sessions were held with an attendance of more than 200 students, parents, school officials and community members.
- **Held 10th annual Interchange conference.** The annual conference attended by more than 100 human services professionals and school personnel provided training on managing disclosures of child physical and sexual assault.

### ► *Project Self-Sufficiency*

Project Self-Sufficiency is a comprehensive program of human services that assists low-income parents in making the transition from welfare to self-sufficiency. Program participants learn life skills and receive assistance

## Human Services

to help them become self-sufficient. The program requires a two-year participation commitment by enrolled individuals.

- **42 participants in the 21st class graduated from Project Self-Sufficiency.** This represents a 17 percent increase over the average graduation rate of 35 per class.
- **Screened and selected 23rd class for Project Self-Sufficiency.** 148 applications were received from individuals and families seeking assistance for the 23rd class. 51 were accepted into the class.

### ► *Veterans Assistance Program*

The Veterans Assistance Program provides limited emergency assistance to eligible veterans and their dependents in Snohomish County. The program:

- Provides emergency financial assistance for honorably discharged veterans, veterans' widows and qualified dependents.
- Arranges for alcohol/drug assessment and treatment at a Veterans Administration Medical Center.
- Provides outreach to veterans at home and in jail.
- Assists veterans in filing for Veterans Administration benefits.
- **Worked with Medical Teams International to provide mobile dental services for veterans.** The Snohomish County Veterans Assistance Program worked with the nonprofit organization Medical Teams International to provide mobile dental services for underserved veterans. The Veterans Assistance Mobile Dental Van contains state of the art dental equipment and is staffed by volunteer dental professionals recruited by the County. Funding for supplies, denture work and lab costs is provided through the Veterans Assistance Fund. Approximately 50 veterans received service between August and December of 2007.
- **Increased programming and services through the Veterans Incarcerated Program.** A partnership among a variety of organizations, the program provides incarcerated veterans with information regarding U.S. Veterans Administration services and programs relating to alcohol and drug abuse, mental health and post traumatic stress disorder programs, housing and more. Those who request further assistance are provided with one-on-one staff meetings while in jail or upon release.

### ► *Energy Assistance Program and Weatherization*

The Energy Assistance Program provides one-time seasonal heating assistance for eligible households. Awarded grant funds assist residents with heating systems repairs and payment of heating bills including oil, natural gas, wood, propane and electricity.

## Human Services

Serving the needs of low-income homeowners and renters, the Weatherization program provides home energy conservation assistance to eligible households on a year-round basis. Various services are provided including the installation of insulation, air sealing, safety checks on home heating systems and energy conservation education.

- **Provided heating assistance to 5,892 households.**
- **Provided weatherization repairs and services on 614 residents.** A 48 percent increase in the number of families served over 2006, the increase was made possible through the receipt of a one-time increase in funds from the Washington State Energy Matchmaker Program.

### ► *Long Term Care and Aging*

The division of Long Term Care and Aging provides home-care management, initial and ongoing training to home-care workers, manages vendor contracts and enforces service standard compliance, manages the Family Caregiver Program, helps Senior Centers deliver a full range of health and social services, and provides complaint services through the Regional Long Term Care Ombudsman.

- **Completed a four-year Area Plan on Aging.** With the input of more than 550 community members through surveys, focus groups and a community summit, a four-year Area Plan on Aging was completed.
- **Produced Geriatric Mental Health Access Project report.** This report examined existing mental health services for older adults and recommended steps for improving and expanding services in Snohomish County.
- **Provided Alzheimer's and dementia training to members of law enforcement and faith communities.** The Family Caregiver Program provided training on Alzheimer's and other dementias to more than 900 law officers and 81 leaders from the communities of faith.
- **Investigated 439 complaints through the Long Term Care Ombudsman program.**
- **Provided education presentations to the community on Medicare Part D and Estate Planning.**

### ► *Office of Housing Homelessness & Community Development (OHHCD)*

The Office of Housing, Homelessness, and Community Development (OHHCD) operates within Human Services and is responsible for administering, monitoring and supporting approximately \$25 million of federal, state and local funds annually.



## Human Services

- **Fully funded 245 new units of affordable housing and homeless shelter housing units.** The division was successful in its efforts to increase available affordable housing through both complete and partial funding of projects throughout the County. Funds supported homeownership programs, permanent rental housing and voucher programs regionwide.
- **Received funding for a supportive housing pilot program for foster children.** The State of Washington's Department of Community Trade & Economic Development awarded Snohomish County \$1,184,007 for the Homeless Grant Assistance Program (HGAP). The award funds Project Ladder, a 3-year pilot program to serve youth aging out of foster care and those receiving Temporary Assistance for Needy Families (TANF) funds. Services provided will include rent subsidy, tuition assistance, mental health supportive services, provision of basic needs and more.

### ► *Alcohol and Other Drugs Treatment*

Alcohol & Other Drugs provides management of alcohol and drug treatment services for indigent and low-income alcoholics and addicts, provides substance abuse prevention services, and provides residents with direct information services on Driving Under the Influence through victim panels, school assemblies, driver's education classes and outreach at the Evergreen State Fair.

- **Implemented chemical dependency treatment services to Snohomish County Jail inmates.** 374 individuals received chemical dependency treatment through the in-jail treatment program during 2007. Providing rehabilitative treatment while in confinement assists in reducing the recidivism rate once an inmate is released.
- **DUI Victims Panels presented to more than 2,835 court-ordered individuals.** Panelists (often relatives of those killed in, or victims of, DUI related accidents) present their personal stories of pain and suffering to those accused of or convicted of crimes related to driving under the influence.
- **Presented more than 20 public awareness and education events to youth and adults focusing on DUI prevention efforts.**

### ► *Community Mental Health*

The Community Mental Health Program provides for vocational rehabilitation, residential placement, community support and crisis response services to persons with mental illness of all ages who meet the statutory definition of "acute," "chronic" or "seriously disturbed."



## Human Services

- **Successful Jail Transitions Services program outcomes were 10 percent higher than the state average.** Funded by a contract with the North Sound Mental Health Administration and authorized by the Washington State Legislature in 2005, the Jail Transitions Services program provides mental-health services for mentally ill inmates while confined to a county or local jail.
- **Provided services to 73 individuals experiencing a mental health crisis.**
- **Conducted Involuntary Treatment Act evaluations on nearly 3,000 persons.**

### ► *Administrative Services*

The division of Administrative Services ensures efficient and effective operation of the entire department, provides information and referral assistance for other County departments and the community at-large, and leverages County funds to obtain federal and state funding to support human services programs.

- **Standardized contract formatting and procedures throughout the Human Services Department.** New streamlined procedures and formatting for department contracts resulted in decreased workflow to the Finance Department Risk Management group. In addition, the new procedures resulted in quicker processing times for department contractors as well as time savings to the department.

### ► *WSU Extension*

Extension is a three-way partnership of the United States Department of Agriculture, Washington State University and Snohomish County.

The educators, faculty members of Washington State University, bring the campus to the community and with the support of program assistants, support staff and volunteers provide informal education and demonstration classes in Snohomish County. Classes and seminars are provided in community horticulture, agriculture and natural resources. In addition, a 4-H youth development program has been implemented.

### **Community Horticulture**

- Provided education and technical assistance to more than 10,389 county residents from 330 trained Master Gardener volunteers through 15 community clinics, five demonstration gardens and more than two dozen community events.
- 62 new Master Gardener volunteers received community outreach training.

## Human Services

- Provided insect and plant diagnostic information and training for home gardeners, pesticide applicators and commercial nurseries and farms throughout the county.

### **Agriculture**

- Collaborated with the County Economic Development division to develop and implement the Focus on Farming conference which attracted 600 farmers, ranchers, nursery and agriculture representatives.
- Developed and implemented three, 12-week courses for beginning farmers on farming techniques, farm business management and creating value-added products with 72 participating farms.
- Implemented the Livestock Advisors program by engaging 60 volunteers and training 15 new volunteers in community outreach. More than 500 families received education on best management practices as a result of the program.
- Provided technical assistance to 1,200 farmers throughout the county.

### **Natural Resources:**

- Engaged 70 youth in the Forest and Salmon Stewards program incorporating experiential, hands-on learning, tree stewardship and field-based reforestation activities to strengthen appreciation for the natural environment and learn actions and strategies for minimizing impact and increase knowledge.
- 174 youth participated in the 4-H Natural Resources program learning natural resource, wildlife, salmon and forestry appreciation and management.
- Engaged and empowered 154 forest landowners with effective community education services including forest stewardship workshops and one on one technical assistance.
- Implemented the Beach Watchers and Shore Stewards programs, engaging more than 2,000 county residents in learning, interpreting, managing and stewarding our near shore resources.
- Began process to design a Carbon Masters program where volunteers would be trained in community outreach around reducing individual and business carbon foot prints.

## Human Services

### **4-H Youth Development**

- Implemented the 4-H club program engaging 1,806 youth in life skills development with the assistance of 472 trained volunteers.
- 5,000 youth participated in school, after school, during summer camps and community events, teaching life skills with hands-on experiences.
- Provided youth development training to 417 volunteers through the EVOLVE program.
- 600 families participated in 27 programs at the Snohomish County Fair showcasing skills learned throughout the year.
- 24 youth qualified to compete in national events.
- 4-H families organized 160 community service events.

# Information Services

Director: Larry Calter

The Department of Information Services (DIS) provides technology development and support services vital for the efficient operation of Snohomish County government.

## Objectives:

- Provide and maintain cost-effective, consistent and responsive technological tools and business services
- Support County employees and departments through delivery of efficient services and products

## Overview of Programs and Services

DIS delivers business services that empower, support and serve all County departments. The department provides support for the planning, design, implementation and operation of cost-effective information technologies and methodologies.

DIS is primarily an internal service organization with minimal direct contact with the public. Behind the scenes, DIS builds, supports and operates the County's technological backbone, without which critical public services could not be provided.

In addition, DIS oversees all computer imaging, telephones, copiers, printing and mail services for the County.

## Achievements

### *Provide and maintain cost-effective, consistent and responsive technological tools and business services*

- **Provided computer training to 533 staff, or 17 percent of County employees.** This training increased employee computer skills competency of existing and new software programs utilized by County departments.
- **Advanced skill levels of department staff through training.** The department sent 38 percent of its staff to a broad range of technical training classes in an effort to maintain and increase expertise levels. The result is a more competent and experienced staff within DIS as evidenced by nine internal job candidates who successfully competed for promotional vacancies within the department.

### *Support County employees and departments through delivery of efficient services and products*

- **Exceeded target productivity level.** The department exceeded a target productivity level of 70 percent by achieving an overall productivity level of 77 percent, despite staff shortages and increasing work volumes. The productivity level has increased yearly from 50 percent in 2004, to 77 percent today. Productivity levels are internally defined as the amount of time staff performs work directly for County departments.
- **Enhanced department specific business applications.** Successfully enhanced 18 primary business application services to support County department business. These include Web, public safety, financial, GIS,

## Information Services

jail management, property, permits, prosecution, document management, fleet management, solid waste and more. Average business application availability was 99.99 percent.

- **Enhanced personal productivity across departments through systems enhancements and equipment replacement.** These included enhancements to data-storage systems in response to increased data-storage needs, the replacement of 600 or 20 percent of desktop computers and laptops and 139 Blackberries and wireless cards. Equipment replacement and other enhancements helped to improve technical stability, data process speeds and expanded access points. Increased Internet bandwidth and security investments dramatically improved access speeds.
- **Provided efficient document scanning, mail processing and records storage to all County departments.** The department provides central services for document scanning; mail processing and records storage to all departments creates efficiencies of scale throughout County government. More than 9.8 million pages were scanned and processed, meeting and exceeding service level expectations; more than 800,000 pieces of incoming and outgoing mail were processed with an average mail-processing time of 2.30 hours after receipt by the department. Mail-processing times were consistently below the 2.5-hour services target.

## Other Achievements

- **Developed new technologies—aligned with county priorities.** More than 120 projects as prioritized and requested by County departments were completed. Projects were distributed across functional areas including: Administrative (42 projects), Law and Justice (26 projects), Land (41 projects) and Infrastructure (12 projects). Highlights of completed projects accomplishments by initiative are listed on the next page.

## Information Services

### Conduct Government Electronically

- Arts Commission Donation
- Auditor Business Licensing
- Personal Property Listing e-Filing
- Boards & Commissions Opportunities
- Legislative Records Internal Web Portal
- Paine Field Permitting Assistance
- Legislative Records Backfile Conversion

### Enhance Land Management Support Systems

- Residential Permitting e-Forms
- Environmental Mapping Project
- Permit Tracking System Upgrade
- Zoning Code Complaints System
- Property System Upgrades
- Public Works Electronic Document Mgmt. Project Phase 1
- Graffiti Reporting System
- LiDAR and Orthophoto Data Projects

### Streamline Internal Operations via Technology

- Online Event Registration Systems
- Facilities Maintenance System
- Internet Performance Enhancement
- New PC Deployment Process (600+)
- Data Storage Consolidation (SAN)
- Web Server Farm Rebuild
- Public Service Reader Board Projects
- Customer Service Center Kiosks

### Improve Safety, Health & Security Automation

- Court Records Backfile Conversion
- Corrections Mgmt. System Upgrade
- EOC Technology Enhancements
- First Responder Phone Systems
- Fairgrounds Paging and Wireless
- Outstanding Warrants Web Site
- Security Cameras at Fairgrounds and Transfer Stations
- Regional Finger/Palm Print System
- Traffic Complaints Web Site

### Promote Fiduciary Control & Compliance Automation

- Financial System Upgrade
- Bus. and Occupational License System
- CAFR–Financial Reporting System
- Time Collection System Improvements
- Health Fitness (Wellness) System
- Ballot Confirmation Web Application
- Contract Admin. System Upgrade

### Provide IT Tools for Informed Governance

- Financial Reporting System Upgrade
- Voter Precinct and District Mapping
- Critical Area Monitoring Projects
- Unified Development Code Update–Web Site and Communications
- Postcard Notice System
- Contact Management System
- Steelhead Distribution & Habitat

# Medical Examiner

Chief Medical Examiner: Norman Thiersch, M.D.

The mission of the Snohomish County Medical Examiner's Office (MEO) is to provide the citizens of Snohomish County with a modern Medicolegal Death Investigation System and to assure them that their interests and those of their loved ones are safeguarded during their time of loss.

## Objectives:

- Maintain a stable and reliable death investigation system
- Ensure that the MEO is prepared and able to rapidly and effectively respond to a mass fatality incident due to natural or manmade causes

## Overview of Programs and Services

The primary purpose of the Snohomish County Medical Examiner's Office is to determine the cause and manner of deaths, which are of concern to the public's health, safety and welfare. The Medical Examiner is a physician and forensic pathologist authorized by state statute to investigate sudden, unexpected, violent, suspicious or unnatural deaths of persons who die within the geographical boundaries of Snohomish County.

## Achievements

### *Maintain a stable and reliable death investigation system*

- **Timely Medicolegal scene response.** The MEO provided 24/7 death investigation service every day of the year including holidays. The department met its goal to reach an investigation scene within one hour of the request, 75 percent of the time. This performance measurement varies by jurisdiction and takes into account the geographical service area in which the office must respond. In some cases, Medical Examiners may need to travel more than 50 miles to reach the scene of a death investigation, significantly increasing the amount of travel time.
- **Judicious completion of examination reports.** The August hiring of the Associate Medical Examiner after a 20-month vacancy resulted in a completion of backlogged reports by December. In addition, December's performance exceeded the 2007 goal of 75 percent of report completions within 90 days.

### *Ensure that the MEO is prepared and able to rapidly and effectively respond to a mass fatality incident due to natural or manmade causes*

- **Planned for and implemented medical supply inventory rotation and maintenance plan.** Made possible through a one-time 2007 budget allocation, the MEO purchased and organized disaster/pandemic flu supplies and implemented an inventory rotation and maintenance plan. In the event of a mass fatality or pandemic flu, essential medical supplies and personal protective equipment will be available immediately.
- **Coordinated with the Snohomish County Department of Emergency Management (DEM) to establish a plan for non-medical supply and equipment needs in the case of a mass fatality or disaster.** MEO personnel began discussions with DEM representatives regarding the MEO Mass Fatality Plan and coordination of the process for requesting non-medical supplies and equipment in the event of a disaster.

## Medical Examiner

### Other Accomplishments

- **Improved organization flexibility.** Amended the Medical Investigator job classification to include Pathology Assistant duties, and began cross-training recently hired investigators to assist with examinations.
- **Completed and adopted Organ and Tissue Donation Policy, Indigent Remains Policy and Equal Employment Opportunity Policy.**
- **Participated in planning with the Health District for Snohomish County in the event of pandemic flu.**
- **Participated in a disaster prioritization training exercise with DEM.** The exercise was designed for County policy and decision makers. Training was conducted by William Lokey, former Federal Coordinating Officer (FCO) for FEMA Region X and the lead FCO for Hurricane Katrina.
- **Participated in the Paine Field plane crash and mass casualty tabletop drill.** The exercise provided an opportunity for coordinating and testing our plans and assumptions as they relate to the management of a mass casualty incident.



# Parks & Recreation

Director: Tom Teigen

The mission of the Snohomish County Parks and Recreation Department (Parks) is to provide safe, enjoyable, attractive parks with diverse programs and responsive services, which enhance our quality of life and preserve the natural and recreational resources of Snohomish County.

## Objectives:

In addition to operating and maintaining parks at their current level, the department's objectives are to:

- Invest in meaningful capital investments through the acquisition and development of park and fairground facilities
- Create a sustainable parks and recreation system, which provides an enjoyable family experience
- Building community equity through partnerships and public engagement

## Overview of Programs and Services

The Parks Department creates, maintains and improves Snohomish County parks.

Snohomish County boasts one of the largest and most diverse park systems in the state. Parks manages more than 100 community and regional park properties consisting of more than 10,000 acres, 34 miles of regional trails and 47 miles of fresh and saltwater shoreline.

In addition, the department manages the Evergreen State Fairgrounds, which hosts more than 1,000 events and nearly 1 million visitors per year.

## Achievements

*Invest in meaningful capital investments through the acquisition and development of park and fairground facilities*

- **Invested more than \$5 million dollars for parks infrastructure upgrades, construction of more than a dozen new park amenities and acquired 190 acres of park lands.** The department successfully completed numerous projects and land acquisitions during 2007, aided by the Community Infrastructure Development Initiative (CIDI)—a three-year, bond-funded program launched in 2006 by Executive Reardon to accelerate the construction of important transportation, surface water and park projects.

The CIDI program is funding 15 park projects, eight surface water projects and 20 road & walkway projects throughout the county. These projects will improve our quality of life, our economic vitality and our sense of community - without raising taxes. CIDI funded projects are noted with an asterisk (\*).

Continued efforts to expand and improve the Parks and Recreation system will assist in facilitating lasting improvements to the quality of life in Snohomish County. Projects and acquisitions included:

- **Acquisition of 190 acres of property at five different locations.**
- **Construction of new playgrounds.** Construction was completed on new playgrounds at Kayak Point Regional Park\*, Meadowdale Beach Park\*, Lord Hill Regional Park\*, North Creek Community Park\*, Logan Park\* and the Machias Trailhead on the Centennial Trail\*.

## Parks & Recreation

- **Completion of picnic and multiuse structures.** Five picnic and multiuse structures were constructed at Willis D. Tucker Community Park, Machias Trailhead\*, and North Creek Community Park\*.
- **Infrastructure improvements at Willis D. Tucker Community Park.** In addition to new picnic facilities, the department built a new restroom facility in addition to completion of design, and began construction of a spray park\*. The spray park was completed and opened in May 2008.
- **Creation of a three-acre, off-leash area.** Through the collaboration of volunteers, the County and newly formed nonprofit organization (Sno-Dog,) a three-acre temporary off-leash dog area opened at Willis D. Tucker Community Park.
- **Portage Creek bridge completion and interpretive sign installation.** A pedestrian and maintenance access bridge was constructed, in addition to the installation of interpretive signage at Portage Creek Wildlife Area. The bridges provide increased accessibility, while the interpretive signs enhance the visitor experience through nature education.
- **Construction of the Cicero Bridge Pier.** Annual flooding caused severe damage to the east pier of the Cicero Bridge. Working with the Public Works department, Parks assisted in the design and habitat planning for the pier restoration project. Upon completion of the pier repairs, a Parks department habitat steward planted Oceanspray, Salmonberry, Ninebark, Cedar, Douglas Fir and Sword fern—all native vegetation that assists with habitat restoration and preservation.
- **Collaboration with Snohomish County Surface Water Management to install habitat plantings.** The department worked with Surface Water Management to install habitat plantings at several parks, including Fields Riffle, Lord Hill Regional Park and River Meadows Park.
- **Designs completed for several new Snohomish County parks and features.** Parks ended the year with the successful completion of designs for Lake Stevens Community Park lighting\*, Esperance Park\*, Forsgren Park\*, Fairfield Community Park, Martha Lake Community Park and Tambark Creek Community Park. Construction has commenced at Paine Field Community Park\*.

*Create a sustainable parks and recreation system which provides an enjoyable family experience*

- **Utilized community and private partnerships to create new attractions and increase opportunities for residents.** These included:

## Parks & Recreation

- **Movies in the Park.** New in 2007, the department partnered with Sundquist Homes to present “Sundquist Homes Movies in the Park.” The six-week series drew more than 2,500 visitors.
- **Monthly e-newsletter.** In an effort to communicate with residents in a timely, cost-efficient manner, Parks created and launched a monthly e-newsletter.
- **Increased Fairgrounds revenue by 9 percent through more than 400 public and more than 685 private non-fair events at the Evergreen State Fairgrounds.** The events assist in building community awareness and involvement with the department, in addition to generating revenue that assists with the support of the department.
- **Set records at the 99th Annual Evergreen State Fair.** Records were set for daily attendance, single-day carnival ride attendance and food sales. Aided by promotions such as the Guinness Book World Record setting “Bunny-Hop,” overall fair revenues increased by more than 6 percent.
- **Reduced waste at the Evergreen State Fair through new biodiesel program.** Parks collaborated with Snohomish County Public Works Solid Waste Division and Office of Economic Development, Standard Bio-Diesel of Arlington and Bruce Barbour of Bio-Diesel Works to create a new biodiesel program at the fairgrounds. During the Evergreen State Fair, by-products from food vendors were utilized to create bio-diesel that was in turn used to run tractors used during the fair.
- **Provided more than 55 camps, programs and activities.** These included general sports, swim lessons, sports for younger children, basketball, junior tennis, golf, introduction to equestrian riding, computer technology, nature outdoor adventure, aviation, included introduction to martial arts, kayaking, art and yoga in addition to babysitting courses for youth. More than 2,300 individuals participated.

### *Building community equity through partnerships and public engagement*

- **Attended, hosted and participated in more than 120 community meetings.** An integral component of increasing public awareness and the image of the Parks department is community participation. Efforts included:
  - **Collaboration with nonprofit organizations to offer additional programs and increase stakeholder participation.** The department worked with Adopt-A-Stream Foundation, the Washington State University Extension Program, 4-H, Future Farmers of America, BMX, Sno-Dog and other organizations to increase programs and enhance the user experience of Snohomish County parks.

## Parks & Recreation

- **Attended and/or spoke at dozens of community based meetings.** Department staff spoke at more than 30 meetings hosted by local Chambers of Commerce, Rotary and service clubs on topics ranging from the 2007 Evergreen State Fair, long-term park improvements, the Fairgrounds business plan and more.
- **More than 11,500 hours of volunteer service performed at the Evergreen State Fairgrounds.** Parks engaged the community by hosting several volunteer events that centered on maintaining and improving the Evergreen State Fairgrounds. The department worked closely with Snohomish County 4-H, the Monroe and Snohomish Future Farmers of America (FFA), Servfest '07 (a collaboration of Sky Valley Churches in a Day of Caring) and other groups to complete projects such as landscaping the Equestrian area of the fairgrounds, creating a Dairy Memorial Garden and 2007 Evergreen State Fairgrounds grounds preparation. In total, more than 2,400 volunteers donated more than 11,500 hours of volunteer service to Evergreen State Fairgrounds projects.

# Planning & Development Services

Director: Craig Ladiser

The Department of Planning and Development Services (PDS) supports, facilitates and manages growth as contained in the County Comprehensive Plan.

## Objectives:

- Improve customer service through enhanced permitting intake and processing
- Promote growth and economic development consistent with the Snohomish County Comprehensive Plan and other Long Range Planning programs
- Increase process efficiencies and enhance customer service through technology

## Overview of Programs and Services

PDS provides customer support for development related questions, reviews land-use and development applications, provides inspection services, assists with the development of County code and enforcement. In addition, PDS oversees the County Fire Marshal and Long Range Planning divisions.

## Achievements

### *Improve customer service through enhanced permitting intake and processing*

- **Improved residential building application process.** The department reduced the requirement for multiple paper plan submittals to one set, instituted regular scanning of submitted residential plans and created a new option for customers to submit certain applications online. Customers using the optional pre-design process are now able to establish traffic review requirements, identify staff members assigned to their project and receive initial design guidance from the PDS project planner. These changes significantly decrease the amount of paperwork needed and time customers must spend in meetings with staff, resulting in a more efficient pre-submittal process for complex land and commercial use applications.

- **Expanded customer self-service options both online and on the Snohomish County Campus.** In addition to offering the optional pre-design process, the department implemented a process by which all decision documents associated with projects that require public notice are made available to customers via postcard notice Web pages. This allows for instant access to documents, reducing the need for paper copies and in-person visits to the County campus.

Self-service kiosks have also been installed. The kiosks allow customers to check in, purchase maps, apply for basic permits and view an instructional video on the new inspection request process.

### *Promote growth and economic development consistent with the Snohomish County Comprehensive Plan and other Long Range Planning programs*

- **Successfully implemented updated Critical Areas Regulations (CAR).** The process of updating the County CAR began in 2005. The regulations were approved by the County Council in July 2007 and went into effect in October 2007.

## Planning & Dev. Services

The updated regulations better protect our natural resources, and critical areas such as aquifer recharge areas, streams, rivers, wetlands and wildlife habitat areas.

- **Significant progress on the Unified Development Code (UDC)**

**Update.** In April 2007, PDS began updating the Unified Development Code for Snohomish County. The purpose of the project is to align regulations, policy direction and permit processes with adopted County policies, promote sustainable community development, obtain broad support from cities, citizens and stakeholders, allow for greater innovation and advances in technology and be fair and equitable, with more predictability and flexibility for better development.

Led by a team of eleven staff members from PDS, the UDC Update team held eight public forums in 2007 on topics that included: drainage, grading and clearing requirements for storm water management, 2006 model construction codes, rural cluster subdivisions, urban residential design standards, development code enforcement, zoning classifications and urban centers and mixed-use zones.

The project team created a detailed UDC Update Project Web site containing pertinent project information, developed a brochure to assist the public in engaging the update and received council approval of the UDC Update Project Charter which outlines the goals and objectives of the project.

The monthly public forums have continued in 2008. UDC Update Project recommendations to the County Council are anticipated in 2009.

### *Increase process efficiencies and enhance customer service through technology*

- **Invested in an Integrated Voice Response (IVR) system.** The IVR system launched in February 2008. This new service allows inspectors to provide automated results to customers at home or on the go through an interactive telephone service, saving time and vehicle trips to the County offices.

## Other Achievements

- Converted 58 percent of the County's paper zoning maps and handwritten annotations to digital format to improve accuracy, reliability and customer service.
- Processed Purchase of Development Rights (PDR) proposals to protect 210 acres of farm land in the Tualco Valley.

## Planning & Dev. Services

- Worked with local farmers to inventory the designated agricultural lands that are currently productive for farming.
- Continued efforts to align permitting activities with comprehensive plan elements directed at the creation and sustainability of livable communities of the highest quality.
- Drafted a housing evaluation report in partnership with Snohomish County Tomorrow.
- Completed the Buildable Lands Report on time as required by the Growth Management Act, with support and appreciation from all stakeholders for our extensive outreach efforts.
- Provided County worker and public training on low-impact development techniques and new critical areas regulations.



# Public Works

Director: Steve Thomsen, P.E.

The mission of Public Works is to provide responsive, cost-effective and quality public works services for present and future generations in the areas of roads, solid waste, fleet management and surface water management.

## Objectives:

### Department-Wide & Administration

- Provide responsive, cost-effective central services to support divisions within Public Works and other County departments
- Reduce reliance on petroleum products by exploring alternative fuels and contributing to market development

## Overview of Programs and Services

The largest department in Snohomish County government, Public Works has more than 650 employees. Most work is performed in unincorporated areas, but some projects are done cooperatively with cities and other agencies. The department is divided into seven divisions: Engineering Services, Transportation & Environmental Services, Road Maintenance, Surface Water Management, Solid Waste, Fleet Management and Administrative Operations.

Public Works is responsible for the development and maintenance of the transportation system, the control and management of surface water quantity and quality and the disposal of solid waste generated within Snohomish County.

This report is broken down into four sections which reflect activities for each PW division.

### Department-Wide & Administration

- Fleet Management
- Administrative Operations

### Surface Water Management

- Surface Water Management

### Transportation

- Engineering Services
- Transportation & Environmental Services
- Road Maintenance

### Solid Waste

- Solid Waste

## Department-Wide & Administration Achievements

*Provide responsive, cost-effective central services to support divisions within Public Works and other County departments*

- **The Cathcart Maintenance Center.** Completed in May 2008, maintenance operations located at Paine Field and Snohomish were moved to the new facility to better serve the growing needs of South and East Snohomish County. The consolidation of operations at the Cathcart center will improve the cost effectiveness and efficiency of operations.
- **Provided broad citizen outreach services.** Communications staff provided strategies, tools and outreach on a variety of county topics including the Agriculture Sustainability Project, Unified Development Code Update, Road Fund ACP Projects, Agricultural Transfer of Development Rights Program, PDS Customer Service marketing programs, Climate Change Initiative, PDS Forest Transition Area update project and Critical Areas Regulations.



## Public Works

### *Reduce reliance on petroleum products by exploring alternative fuels and contributing to market development*

- **Held a biofuel infrastructure development (BID) forum.** Initiated and facilitated by the Fleet Management Division, the purpose of BID is to provide a forum for all interested parties to discuss barriers and solutions for developing biofuel industry within Snohomish County. Participants include County staff and elected officials, state agency experts and elected officials, representatives from U.S. Congressional offices, members of the fuel industry, fleet managers and private consultants.
- **Revised Executive Order 04-02B, concerning fleet policy.** Division staff revised Executive Order 04-02B on fleet policy and made changes which include new policies on idle reduction, cell phones, notebook computers, global positioning systems and green fleet initiatives.

## Other Department-Wide Achievements

- **American Public Works Association (APWA) National Project of the Year Award in the category of transportation for completion of the Puget Park Drive Extension.** Presented annually, the APWA National Project of the Year award recognizes partnerships between the agency, consultants and the contractors who complete the project.

Staff worked with the neighbors near the Puget Park Drive Extension to include context-sensitive design elements and low-impact development techniques. County staff planned and designed the project.

- **Received the Washington State Association of County Engineers (WSACE) Paving Award for Beverly Park Road, near Mukilteo.** This project included the rebuilding and widening of the existing roadbed on Beverly Park Road from SR 525 to 112th St. SW. Programs were ranked on accountability, the use of technology and information, performance recognition, efficient turn around, competitive pricing, staff development and resources stewardship.
- **Snohomish County was named to the top 100 government fleets in the United States and Canada by Government Fleet magazine.** Snohomish County was ranked 59th out of 38,000 in North America for its fleet management program. Programs were ranked on accountability, the use of technology and information, performance recognition, efficient turn around, competitive pricing, staff development and resources stewardship.
- **American In-House Design Award by Graphic Design USA.** Rebecca Lindahl and Deb Harvey, Public Works, were awarded with three “American In-house Design Awards” by Graphic Design USA.

## Public Works

### Objectives:

#### Transportation & Environmental Services

- Manage and maintain roadways, traffic signs and signals to provide safe and usable roads
- Integrate sustainable and innovative practices into daily transportation operations
- Improve arterial service levels, develop Intelligent Transportation System Master Plan
- Deliver projects on time and on budget, while leveraging outside funding sources to ensure long-term provision of transportation infrastructure and services

More than 4,000 entries were submitted by corporations, publishers, nonprofit organizations and other institutions.

- **Sustainable Commitment Award from the Puget Sound Clean Cities Coalition.**

### Transportation

Snohomish County Public Works maintains the County's 200 bridges and 1,675 miles of unincorporated streets and roads. If laid end-to-end, Snohomish County roads would reach from Everett to Green Bay, Wis.

#### *Manage and maintain roadways, traffic signs and signals to provide safe and usable roads*

- **Responded to a major flood event during the first week of December 2007.** Western Washington was faced with a serious storm event that resulted in intense urban and river flooding. Road maintenance crews responded quickly by deploying teams to monitor problem sites on rivers, promptly closing roads with high water and delivering sand and sand bags to cities and fire stations to assist in local flood control efforts. In addition, representatives from Public Works served in Emergency Support Functions at the Snohomish County Emergency Operations Center as well as coordinated response with the U.S. Army Corps of Engineers Response Team.

In the weeks following the event, staff worked expeditiously to remove road closures, unblock drainage systems and obtain proper permits in order to perform emergency repairs and general debris clean up.

#### *Integrate sustainable and innovative practices into daily transportation operations*

- **Actively participated in the County Executive Climate Change Task Force.** Proposed and coordinated a consultant scope of work related to the anticipated hydrologic changes of global climate change.

In coordination with the Department of Planning and Development Services and Executive Office staff, Public Works supported Executive Aaron Reardon in sustainability initiatives including his capacity on the Governor's Climate Action Team (CAT), Green Ribbon Climate Task Force and internal County staff committee on sustainability.

#### *Improve arterial service levels, develop Intelligent Transportation System Master Plan*

- **Completed development of Intelligent Transportation System (ITS) Master Plan.** This plan identifies needed technology upgrades, improvements and enhancements for traffic signal systems and traffic operation.

## Public Works

*Deliver projects on time and on budget, while leveraging outside funding sources to ensure long-term provision of transportation infrastructure and services*

- **Completed construction on seven Community Infrastructure Development Initiative (CIDI) roads and walkway projects.**

In 2006, County Executive Reardon launched the Community Infrastructure Development Initiative (CIDI), a three-year bond-funded program to accelerate the construction of important transportation, surface water, and parks projects.

The CIDI program is funding eight surface water projects, 15 parks projects, and 20 road & walkway projects throughout the County. These projects will improve our quality of life, our economic vitality and our sense of community—without raising taxes.

**CIDI projects completed in 2007:**

- **North Road sight distance improvement at Jonathan Road:** The sight distance at Jonathan Road was improved by lowering a crest curve on North Road. Through a design modification, the department was able to provide comparable safety benefits at a lower cost.
- **North Road at 176th Place S.W. turn lane:** A project adding left-turn pocket and tapers on North Road for northbound traffic turning west onto 176th Place SW was completed. The improvements provide safer turning movements for traffic in and out of 176th Place S.W., improved left turn capacity and improved pedestrian safety by adding a walkway along the east side of North Road.
- **Pedestrian and walkway improvements on 86th Place NE, 18th Avenue West and 91st Avenue SE:** The completion of these four CIDI projects improves connectivity and increases safety and overall mobility for pedestrians.
- **Left turn pockets at 34th Avenue NE and 128th Street NE:** Completion of this project provides for improved left turn capacity and safety turning onto northbound 34th Avenue NE and westbound 128th Street NE.

- **Received more than \$17 million in state and federal grant awards for transportation projects.**
- **Completed \$37.1 million in Annual Construction Program projects.**

## Surface Water Management Achievements

Public Works division of Surface Water Management (SWM) maintains water-quality programs and protects fish and wildlife habitat. In addition, SWM designs and oversees construction of drainage projects, responds

## Public Works

### Objectives:

#### Surface Water Management

- Provide surface-water systems and programs that assist communities in working together to support and improve aquatic habitat and water quality
- Provide systems and services which anticipate and monitor natural hazards
- Provide a well-maintained surface-water network that supports future growth, and assist citizens with drainage concerns

to public drainage complaints and works with the public to inform and educate about protection, restoration and care of our watersheds.

#### *Provide surface water systems and programs that assist communities in working together to support and improve aquatic habitat and water quality*

- **Completed repairs in Diking District 6.** Dike repairs were performed in Diking District 6 in partnership with the City of Everett and Puget Sound Energy. Repairs were made on the right bank of Ebey Slough between Homeacres Road and Fobes Road as well as completion of repairs on Haskell Slough.
- **Improved aquatic habitat and salmon recovery through enhancement and repair projects.** Construction included completion of the Twin Rivers Slough and Beaver Creek projects, as well as culverts on Creswell Creek and Lundeen Creek. The Twin River Slough project provides refuge habitat for fish during high flood flows, while the culvert projects were constructed with “fish-friendly” designs that allow fish to pass upstream.
- **Completed work related to a Washington State Department of Ecology animal waste management grant.** Started in 2004 to reduce pollution from pet and small farm animal waste in the Snohomish and South County watersheds, project components included: programs to reduce pet waste, technical assistance to kennels and commercial operations and small farm outreach and BMP implementation. SWM developed and tested a pet waste outreach program in a pilot neighborhood of 500 homes, contacted and provided technical assistance to 56 businesses and installed livestock exclusion fencing and riparian restoration on more than 3,000 feet of stream.
- **Monitored 26 sites on streams and rivers for habitat changes and effectiveness of restoration projects.**
- **Investigated and provided technical assistance to correct more than 100 water-quality pollution concerns.**

#### *Provide systems and services which anticipate and monitor natural hazards*

- **Developed a Mosquito Risk Management Plan.** The plan outlines a department-wide strategy to address the spread of West Nile virus, including procedures to protect field staff and protocols for countywide coordination with the Snohomish Health District.
- **Updated floodplain mapping of the Skykomish River.** Project was completed as part of the Federal Emergency Management Agency

## Public Works

### Objectives:

#### Solid Waste

- Provide comprehensive, safe, cost-effective solid (and hazardous) waste management programs to ensure customer satisfaction and community health
- Identify and remediate other environmental challenges that present opportunities resulting from solid waste and moderate risk waste activities
- Ensure continuation of solid waste service in case of a disaster

(FEMA) floodplain mapping update and will assist FEMA in future emergency preparedness planning and development regulations.

*Provide a well-maintained surface-water network that supports future growth and assist citizens with drainage concerns*

- **Completed 11 drainage projects.** Completed projects will reduce flooding on County roads, resulting in fewer detours during high-flood season.
- **Responded to more than 200 citizen drainage concerns.**
- **Provided technical assistance to land owners to stabilize river banks.**

### Solid Waste Achievements

The division of Solid Waste ensures that garbage is disposed of safely and in an environmentally friendly way. In concert with private companies, Solid Waste handles garbage, recycling and hazardous waste programs within Snohomish County. The division operates and maintains five transfer stations and five drop boxes throughout the County.

*Provide comprehensive, safe, cost-effective solid (and hazardous) waste management programs to ensure customer satisfaction and community health*

- **Conducted burning alternative pilot program.** The pilot offered Sultan area residents an alternative to burning wood debris by making a debris collection site available and providing vouchers for disposal of up to 5 cubic yards of wood debris. More than 7,000 vouchers were mailed and distributed to area residents.

Between October 6th and December 30th, 126 households utilized the collection site, depositing approximately 215 cubic yards or 54.53 tons of wood debris. Materials were processed by Bailey's Compost Inc. and FA Koenig and Sons Inc., and turned into compost or fuel. Due to the program's success, it has been extended through September 2008.

- **Diverted more than 534 tons of recyclable commodities and electronics.** The efforts were not only beneficial to the environment they provided a savings of \$1.1 million to County taxpayers.

*Identify and remediate other environmental challenges that present opportunities resulting from solid waste and moderate risk waste activities*

- **Completed a safety audit of the Household Hazardous Waste Facility.** As a result Solid Waste has begun implementing recommendations including efforts to redesign the mechanical and operational flow of the chemical consolidation room to further minimize

## Public Works

employee exposure to various chemicals, and the design of an employee changing room that will allow employees to decontaminate from chemical processing operations. In addition, updates to the facility's Health and Safety Plans, Respiratory Protection Program and Operations Plan are in progress. Upon completion they will reflect design and operational changes made as a result of the audit.

### *Ensure continuation of solid waste service in the case of a disaster*

- **Finalized a Disaster Debris Management Plan.** The plan includes basic operational procedures, health and safety plans for temporary debris site management, as well as identification of possible collection sites throughout the county that may be used in the event of a major disaster.
- **Completed the division's Continuity of Operations Plan (COOP).** The COOP plan will ensure continued operations of the division in the event of an extreme emergency situation.
- **Acquired backup rail haul containers.** Solid Waste acquired 110 backup rail haul containers for mitigation in the event of disruptions in service due to emergencies or other interruptions in service.